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# DOE Project Management News

*Acquiring Minds Want to Know*



## June 2016 Edition

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## Director's Corner: Order Update Announcement!



Paul Bosco,  
Director of the  
Office of Project  
Management  
Oversight and  
Assessments (PM)

The update to DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, is done. It was approved by the Deputy Secretary on May 12, 2016. It can be found on the Department's directives site at the following link:

<https://www.directives.doe.gov/directives-documents/400-series/0413.3-BOrder-b-chg2-pgchg>.

Please take time to read it. Of course, the key moving forward is on its implementation. There should be minimal surprises here since it institutionalizes recent Secretarial policies to include the December 1, 2014 and June 8, 2015 policy memoranda. Technically, it really was an administrative change, vice an update. In that context, the Order numeric/alpha designation remains unchanged, DOE Order 413.3B (vice C). Some significant additions to the Order include:

- Strengthening the Energy Systems Acquisition Advisory Board (ESAAB)
- Establishing the Project Management Risk Committee (PMRC)
- Improving upfront planning such as design maturity and technology readiness
- Preparing cost estimates and conducting analysis of alternatives using industry best practices

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## Director's Corner: Order Update Announcement!



Paul Bosco,  
Director of the  
Office of Project  
Management  
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Assessments (PM)

- Mandating independent cost estimates at specific critical decision milestones
- Enhancing project management controls using best practices equivalent to those implemented in the Department of Defense
- Improving project peer review processes
- Lowering Order applicability to the minor construction threshold, which is currently \$10 million

Thank you to all who provided input as this update moved through the directives review process. Keep charging!

Sincerely,

*Paul Bosco*

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## Scheduling as a Best Practice

**Mike Fenn and David Kester, Office of Project Management Policy and Systems (PM-30)**

The strength of the scheduling process lies in its preparation. It is of great importance to those who schedule to understand conceptually the task at hand. Scheduling is the first step in sustaining a successful management strategy. Substantiating the time constraint for completing all project work makes setting time horizons for events and tasks crucial. To obtain a logical assembly of events and tasks the scheduling process should be designed to evolve in such a manner that will permit the evaluation of both the sequence and the interrelationships of contractually specified work. The number and type of events and tasks listed on the project schedule is primarily based on information taken directly from the contract statement of work, and then adjusted to reflect negotiated contract changes.

Toward this end, the Office of Project Management Oversight and Assessments (PM) recognizes the Government Accountability Office (GAO) best practices for project scheduling, and its position that a project schedule is a vehicle for developing a time-phased budget baseline; and, additionally, that the project schedule is an essential basis for managing tradeoffs between costs, schedule, and scope. Scheduling allows project management to decide between possible sequences of activities, determine the flexibility of the schedule according to available resources, predict the consequences of managerial action or inaction on events, and allocate contingency plans to mitigate risk. Finally, the schedule is used to forecast the effects of delayed, deleted and added effort, as well as possible avenues for time and cost recovery. PM believes that schedules can be used to verify and validate proposed adjustments to the planned time to complete work.

In December 2015, GAO published the *Schedule Assessment Guide* that outlines 10 best practices for Project Schedules. This guide GAO-16-89G can be found [here](#) and it is also posted on DOE [PM-1 website](#). The 10 best practices appear on the following page.

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## Scheduling as a Best Practice

**Mike Fenn and David Kester, Office of Project Management Policy and Systems (PM-30)**

The GAO ten best practices associated with a high-quality and reliable schedule are:

1. Capturing all activities – The schedule must reflect all activities as defined in the scope of work to accomplish a project's objective.
2. Sequencing all activities – All activities must be logically sequenced and linked so that critical program dates can be met.
3. Assigning resources to all activities – The schedule should reflect the resources needed to do the work, and any constraints on funding or time.
4. Establishing the duration of all activities – The schedule should realistically reflect how long each activity will take.
5. Verifying that the schedule can be traced horizontally and vertically – The schedule should link products and outcomes associated with other sequenced activities.
6. Confirming that the critical path is valid – The schedule should identify the project's critical path, which the path of longest duration through the entire sequences of activities.
7. Ensuring reasonable total float – The schedule should identify reasonable total float so that the schedule's flexibility can be determined.
8. Conducting a schedule risk analysis – The schedule risk analysis provides a level of confidence in meeting the project completion date.
9. Updating the schedule using actual progress and logic – Progress updates and logic provide a realistic forecast of start and completion dates.
10. Maintaining a baseline schedule – The schedule should be continually monitored so as to reveal when forecasted completion dates differ from baseline dates and whether schedule variances affect downstream work.

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## PM EVM Roadside Assists Coming Your Way

**Melvin Frank, Office of Project Management Policy and Systems (PM-30)**

*Click here to see upcoming visits*

PM-30 has visited five sites since January 2016 (Los Alamos, Oak Ridge, Savannah River, Portsmouth and West Valley). Attendees are encouraged by the open dialogue, clear expectations and information provided by the team. Attendees' comments include: 1) "It is great to learn firsthand about the evolution of the EVMSIH"; 2) "The EVMS automated tests are helpful"; 3) "Exchange of information on actual project schedule versus compliance needs provided insight"; 4) "Excellent idea to get the pulse of the field and hear our concerns and questions"; and 5) "Having an open and honest dialogue was extremely beneficial."

In September 2015, the Office of Project Management Oversight and Assessments (PM), released Version 1.0 of the [DOE Earned Value Management Systems Interpretation Handbook \(EVMSIH\)](#) to assist in the communication of compliance to the EIA-748 Guidelines. Version 2.0 is scheduled to be released in late June 2016.

PM-30 is conducting on-site visits to strategic sites using a roadside assistance format, based on the well-received PARS II and EVMS Road Shows from prior years. This is a CAR-free approach used to assist contractors and gauge the contractor's readiness to be successful in future EVMS reviews. The visit to each site is running one to five days depending on how many different contractors are at a site. While some portions of the visit are conducted at the site level, the PM-30 team will meet with each contractor team individually, including the Project Manager, Project Controls staff, and Control Account Managers (CAMs), along with local DOE Project staff, to discuss specifics relating to a particular contractor's assessment results and questions.

The visits are prioritized based first on those contractors requiring EVMS certification, followed by those contractors in post-certification 'surveillance' mode. The primary focus is on 413.3B applicable sites in EM and NNSA. Additional contractors/sites will be accommodated by request.

If you have not been contacted by PM-30 to schedule this visit, please contact Mr. Melvin Frank (202-586-5519) [Melvin.Frank@hq.doe.gov](mailto:Melvin.Frank@hq.doe.gov); or Susan Wood (202-586-8410) [Susan.Wood@hq.doe.gov](mailto:Susan.Wood@hq.doe.gov) of PM-30.

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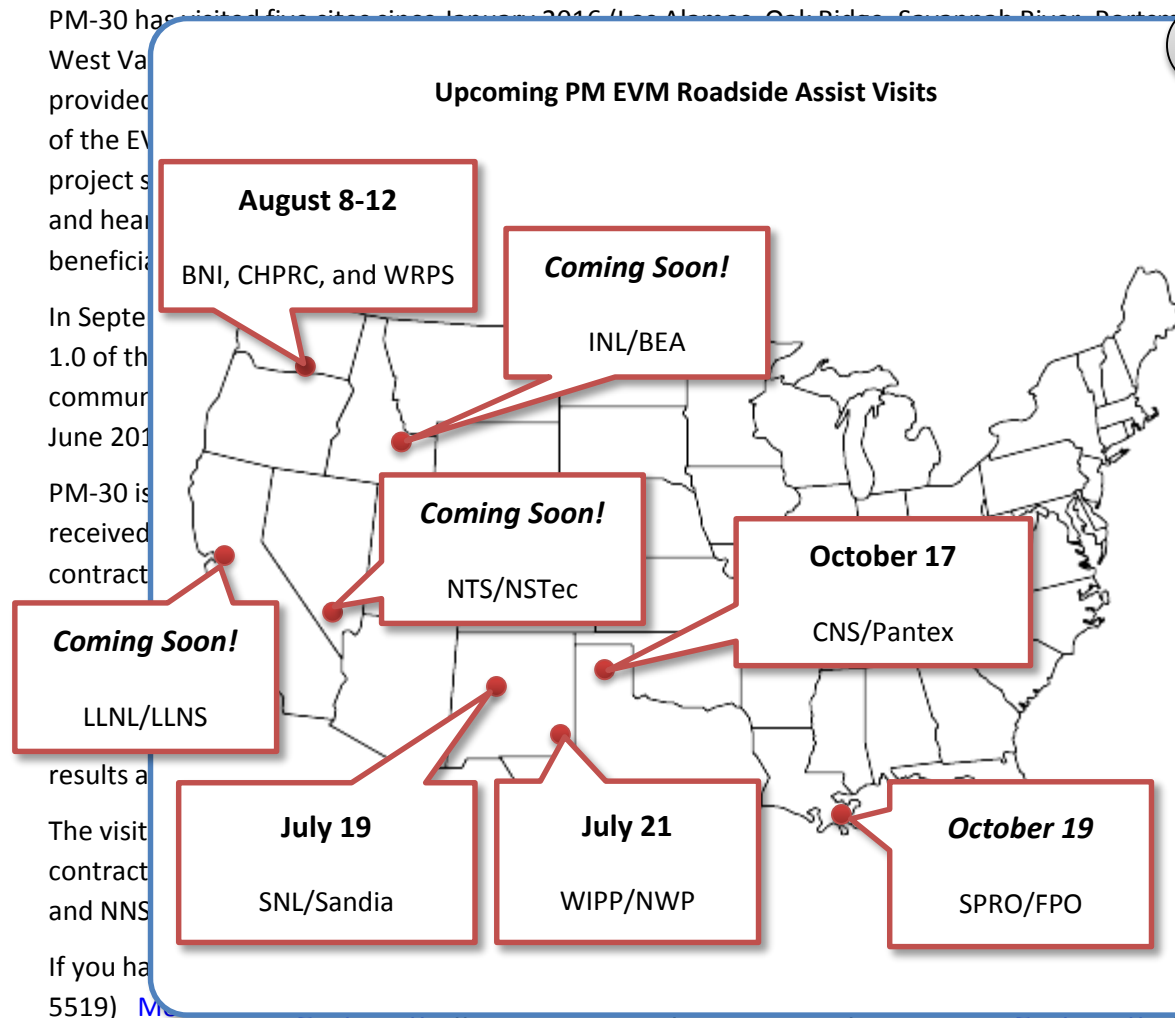
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## PM EVM Roadside Assists Coming Your Way

Melvin Frank, Office of Project Management Policy and Systems (PM-30)

PM-30 has visited five sites since January 2016 (Los Alamos, Oak Ridge, Savannah River, Pacific Northwest, and West Valley). The visits have provided an opportunity for PM-30 to learn about the challenges of the EVM implementation at these sites and to provide guidance on the use of the EVM. The visits have also provided an opportunity for PM-30 to meet with project sponsors and hear about the challenges of the EVM implementation at these sites and to provide guidance on the use of the EVM. In September 2016, PM-30 visited the Los Alamos National Laboratory (LANL) and the Savannah River Site (SR). In June 2017, PM-30 visited the Pacific Northwest National Laboratory (PNNL) and the West Valley Site (WV). PM-30 is currently planning visits to the following sites:



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## Update on RPAM Order

**Cindy Hunt, Office of Asset Management**

Under a pilot project endorsed by the Secretary's directives and requirements group, the Office of Asset Management is updating Department of Energy (DOE) Order 430.1B, *Real Property Asset Management* (RPAM). The update will: align with the DOE Strategic Plan; operationalize the [Department of Energy Asset Management Plan](#); institutionalize the recommendations of the Laboratory Operations Board (LOB) working groups on infrastructure; support compliance with the Government Performance and Results Act; incorporate government-wide real property policies and practices mandated since 2003; and promote efficient and effective use of assets and other resources.

We are seeking to provide consistency across the agency balanced with Program Office flexibility, so the updated Order takes a significantly different approach to specifying organizational requirements and responsibilities. The updated Order "speaks" to the federal staff thus placing real property management responsibility and accountability with the line organizations. Federal HQ staff performing line management functions subsequently determines "what" is cascaded to components, documents "what & how" in Program Office guidance or procedures, and federal staff and contractors determine "how" to execute. Removing the contractor requirements document and leveraging existing assurance systems, the updated Order better reflects federal ownership and contractor management as well as the Department's desired balance of accountability, assurance, custody, and control. The Order is less prescriptive and more outcome based. In lieu of specific performance measures, it includes eight areas of real property performance that can be monitored over time. It encourages use of industry and commercial practices as well as tailored approaches on "how" to execute and manage mission support activities.

Key changes in the Order: methods for granting equivalencies or exemptions; focus on data resultant from annual planning processes in lieu of publishing an annual Ten Year Site Plan; a graded approach to the conduct of condition assessments and conduct of functionality assessments (i.e., LOB assessments); and greater emphasis on identification and screening unneeded real property assets. Attachment 6, *Institutional General Plant Projects* will be removed from the Order. Concurrent with Order revision, the Office of the Chief Financial Officer intends to publish updated accounting policy for minor construction.

The project is proceeding on schedule; look for the draft Order in RevCom this July.



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## Project Management Career Development Program (PMCDP) Scope Management Baseline Development

July

11-13

PMCDP is offering an instructor-led delivery of the 3-day course, *Scope Management Baseline Development*, July 11-13, 2016 in Richland, WA.

This course is designed to enhance a Program or Project Manager's ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. The course emphasizes the development of the Work Breakdown Structure (WBS).

Topic areas include:

- Baseline development techniques;
- Identifying risks and constraints for requirements;
- Prioritizing requirements;
- Trade-off analysis;
- Iterative requirements management; and
- Scope change/configuration management.

**You will earn 24 continuous learning points for this course. This is a core course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

**CHRIS Code: 001036/0025**

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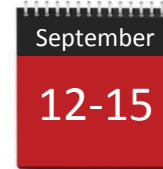
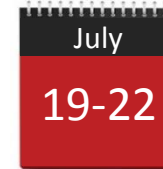
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## Project Management Career Development Program (PMCDP) Managing Contract Changes

PMCDP is offering an instructor-led delivery of the 4-day course, *Managing Contract Changes*, at the following dates and locations:

- July 19-22, 2016 in Cincinnati, OH
- September 12-15, 2016 in Oak Ridge, TN



This course aims to better prepare DOE Contracting Officers (COs) and Federal Project Directors (FPDs) to manage project changes on complex construction projects through effective management of contract modifications and change orders.

*Managing Contract Changes* includes discussions of DOE's historical and current contracting environment, authorities for contract modifications, and the various contract provisions and legal doctrines that define and limit the ability for the Government to change contracts. Additionally, the course examines the doctrine of constructive change, potential differences between project management changes and contract changes, and the things DOE senior level contracting and program officials can do to improve the effectiveness of the change management process.

**You will earn 32 continuous learning points for this course. This is a CORE course for the Level I PMCDP certification of Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

**CHRIS Code: 002102/0061 (Cincinnati) and 002102/0063 (Oak Ridge)**

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## Project Management Career Development Program (PMCDP) PM and Portfolio Analysis (Using FAI Equivalent FPM 301)

July

19-21

PMCDP is offering an instructor-led delivery of a 3-day course, *Program Management and Portfolio Analysis*, July 19-21, 2016 in Argonne, IL (Chicago).

*Please note that this course serves as an equivalent for the PMCDP Level 3 CORE Course PM and Portfolio Analysis by using FAI Equivalent FAI FPM 301: Program Management.*

Program management does not simply entail managing interrelated projects—rather, it is about managing programs to maximize benefits realization while ensuring that programs (and their components) align with organizational strategy and overall strategic objectives. Whether you are new to the field or a seasoned practitioner, this course offers a hands-on approach to program management. The course contains an integrated case study and walks participants through the life cycle of a typical program, identifying critical success factors at each step in the process. In addition to the latest insights from the Standard for Program Management, Second Edition, this course is packed with practical application tools, techniques and best practices for managing programs. You will learn to initiate a program, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including program and governance plans), and define key deliverables and outputs needed for realizing program benefits. You will also manage change and program challenges, and close out the program effectively.

**You will earn 24 continuous learning points for this course; this serves as an equivalent for Program Management, a core course for Level III PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

**CHRIS Code: 001025/0032**

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## Project Management Career Development Program (PMCDP) Systems Engineering

July

26-28

PMCDP is offering an instructor led delivery of the 3-day course, *Systems Engineering*, July 26-28, 2016 in Aiken, SC.

This course focuses on how implementation of the Systems Engineering (SE) process, from project initiation through the entire life-cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance.

This course demonstrates how the SE process is an interdependent (and iterative) approach to technical management, acquisition and supply, system design, product realization, and technical evaluation. The course describes how the SE process cascades through each level of the system, beginning at the top (the system level) and propagating through a series of steps which eventually lead to a preferred system solution. This course describes in detail the purpose and value of each of the specific SE process steps. Step-by-step directions, along with exercises, help course participants determine when each step is complete.

**You will earn 24 continuous learning points for this course. This is an elective course for the Level III PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

**CHRIS Code: 00001049/0015**

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## Project Management Career Development Program (PMCDP) Federal Budgeting Process in DOE

August

23-26

PMCDP is offering instructor-led deliveries of the 4-day course, *Federal Budgeting Process in DOE*, August 23-26, 2016 Golden, CO.

This course is designed to provide DOE and NNSA program and project managers a working knowledge of Federal financial and managerial systems to accomplish their Department's budgeting and accounting processes, including budget submissions, managing authorized funding and establishing success criteria. Participants apply the foundational skills required to successfully manage a project through its financial life cycle. These skills include: integrating projects, programs, and missions; resourcing and funding programs; validating and funding projects; effectively participating in the budget process; managing the flow of funds to programs and projects and effectively using financial accounting and reporting systems to attain program and project success.

**You will earn 32 continuous learning points for this course; this is an elective course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

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## Project Management Career Development Program (PMCDP) Cost and Schedule Estimation

September

12-16

PMCDP is offering an instructor-led delivery of the 5-day course, *Cost and Schedule Estimation*, September 12-16 in Lexington, KY.

This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design).

Topics include:

- Identifying cost and schedule estimates;
- Basic estimating methods;
- Group analysis techniques;
- Applying life-cycle costing techniques;
- Validating estimates;
- Determining critical path schedule for a project;
- Crashing and fast-tracking methods; and
- Relationship between budget authorization and budget outlay schedules, project estimates, and the project funding profile.

**You will earn 40 continuous learning points for this course. This is a core course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

**CHRIS Codes: 001044/0028**

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## Project Management Career Development Program (PMCDP) Advanced Concepts ONLINE

PMCDP is offering the online desktop delivery of *Advanced Concepts in Project Management* starting July 12, 2016. This course covers the concepts of project management at an advanced level of expertise, and expands upon best practices in project management from Federal agencies and the private sector. The course introduces a variety of advanced topics and includes a research project for participants to practice applying these concepts to DOE-specific projects. In addition, participants will make formal presentations as part of the course to practice communications skills that are needed to make persuasive well-founded arguments to multiple stakeholders on projects. Stakeholders may include senior management, Congress and the public.

Webinars will be held via Adobe Connect 1:00 – 3:00 pm EST every Tuesday and Thursday from July 12 through September 8, 2016. There will be no sessions held August 2<sup>nd</sup>, August 4<sup>th</sup>, or September 6<sup>th</sup>.

**You will earn 50 continuous learning points for this course. This is a core course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.**

**Register in CHRIS**

**CHRIS Codes: 001023/0041**

#### What people are saying about this form of training

*I really have a great time being in one of the classes taught by Dana Krupa and Wes Lakenan. They do such a great job, and although it is web-based training, they set high expectations and have firm deadlines. They remain one of the best duos that I have encountered and I learn much from them.*



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## Project Management Career Development Program (PMCDP) Environmental Laws and Regulations ONLINE

PMCDP hosts on the Online Learning Center (OLC) a Level II Elective Course titled “*Environmental Laws and Regulations*.” This online course is intended to give Department of Energy employees an overview and basic working knowledge of pertinent environmental laws and regulations, and how those laws and regulations impact managing projects at DOE. The course identifies the resources to assist DOE staff and managers in the event they are asked to support or manage a project with potential environmental impacts. This course supports DOE employees and the Department in achieving environmental sustainability goals, including reducing energy use, enhancing pollution prevention, and water conservation.

Upon completion of the training, all participants will be able to identify the intent of the major Federal environmental laws, regulations, DOE Orders, Directives and guidance. Participants will also be able to list the detailed processes involved in the implementation of major environmental requirements by the Department of Energy.

This course is comprised of seven modules.

- DOE's Framework for Environmental Compliance
- All About Water
- All About Air
- All About Waste
- All About Clean Up
- Sustainability
- Cultural Considerations

Successful completion of any six modules is required to receive credit for the course. However, a seventh module can be completed for continuous learning points.

**Registration is through the OLC**

**You will earn 24 continuous learning points for this course. This is an elective course for the Level II Federal Project Director certification and is available to all DOE employees.**

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## Project Management Career Development Program (PMCDP) Earned Value Management Systems ONLINE

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled “*Earned Value Management Systems.*” This online training is designed for newcomers to gain a solid foundation in earned value management systems (EVMS) or for earned value management (EVM) practitioners interested in enhancing their ability to effectively use performance data and keep up with the latest industry guidelines, government requirements, and EVMS issues. This course covers the five major categories in the EIA-748 Standard for Earned Value Management Systems including:

- Organization
- Planning, Scheduling, and Budgeting
- Accounting Considerations
- Analysis and Management Reports
- Revisions and Data Maintenance

**Registration is through the OLC**

**You will earn 21 continuous learning points for this course. This is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.**

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## **Project Management Career Development Program (PMCDP) Project Management Essentials ONLINE**

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled “*PM Essentials*.” This online training is comprised of 15 individual lessons and introduces employees to a comprehensive set of project management principles. The primary source materials for this course are the Project Management Institute’s *Project Management Body of Knowledge*® (sometimes referred to as the PMBOK®), DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, and the associated guides supporting the Order. Other guides and manuals are referenced throughout the course.

Topics include:

- Project framework
- Project initiation including the risk planning process
- Project planning
- Project cost and schedule
- Project execution and procurement
- Project monitoring and controls
- Project closeout

**Registration is through the OLC**

**You will earn 50 continuous learning points for this course, if you complete all 15 lessons. You can also take each lesson individually and earn continuous learning points for each lesson. This is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.**

*Click here to view the  
CLPs for each lesson*

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## Project Management Career Development Program (PMCDP) Project Management Essentials ONLINE

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course *PM Essentials*. This

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## Questions of the Month

1

*Now that I received my Federal Project Director (FPD) certification, how do I obtain my Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR) certification?*

2

*I just received my Level I Federal Project Director (FPD) certification and would like to begin the process of applying for Level II certification. How long do I have to wait before applying for a higher level of certification?*

*Click on a question  
to view the answer*

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**Answer #1****1***Now  
Acqu*

According to [the Acquisition Certifications Program Handbook \(6TH Ed., October 2015\)](#), persons with FPD/PMCDP certifications qualify for reciprocal FAC-COR certification at the following levels:

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| Issuer | Certification | Certification Level | Eligible for FAC-COR Level |
|--------|---------------|---------------------|----------------------------|
| DOE    | FPD/PMCDP     | I                   | II                         |
|        |               | II                  | II                         |
|        |               | III-IV              | III                        |

Certification under this reciprocity rule is not automatic, and is granted based on need as established by a CO. Please note DOE policy is to certify employees (1) who are currently serving under a COR appointment on an active contract; or (2) who are about to be appointed COR on the pending award of a contract or a delivery order or task order under an existing contract; and (3) to the level the CO requires. (ACP Handbook, pg., 39).

All requests for FAC-COR certification must be submitted in the [Federal Acquisition Institute's Training Application System \(FAITAS\)](#), and require the approval of your respective first-line supervisor (who must also be registered in FAITAS). The steps are on the following page.

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### Answer #1

**1** Now  
Acqu

Log into FAITAS >> from the top-menu, select "Manage Career" | "Certification" | "My Certification Requests" – this will take you to the "Certifications Request" page in FAITAS where you will identify the certification sought (FAC-COR), and upload your current FPD certificate. Please identify that you are requesting FAC-COR reciprocity in the "Remarks" box. A screen from the FAITAS dashboard page is below.

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**Answer #2****1***Now  
Acqu*

There is no required timeframe one must wait before applying for a higher level of certification. The FPD certification requires candidates to complete an application that addresses the training, education and experience requirements for the level of certification sought. As long as the candidate is able to address the certification requirements for that level, the candidate is eligible for certification.

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PMCDP certification is progressive, and requires applicants to demonstrate additional years of cumulative project management experience at each level. This prohibits candidates from using the same project experience to satisfy experience requirements for multiple certification levels (unless the time periods do not overlap). For additional information, please reference "Experience: Federal Project Directors" (pgs. 3-4 – 3-5) in the [PMCDP's Certification and Equivalency Guidelines June 2015](#).

**X**

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## Recently Certified

The Acquisition Career Management Program (ACMP) recently issued the following certifications.

**FPD**

Federal Project Director

**FAC-COR**

Contracting Officer's  
Representative

*Click on each  
certification to view  
recipients*

**Congratulations to all newly certified members!**

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### Federal Project Directors

SC

- Daniel Misch- Level I

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### Federal Acquisition Certification in Contracting Officer's Representative

#### EERE Golden

- Chris Mullane- Level II

#### EM-Portsmouth-Paducah

- Robert Ervin Edwards- Level I
- Tracey L Duncan- Level I

#### LPO

- Guido Benedetto DeHoratiis- Level II

#### MA-30

- Patricia Hagerty- Level I

#### NETL

- Adrienne Leigh Riggi- Level I

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The Acquisition Career Management Program (ACMP) recently issued the following certifications.

### Federal Acquisition Certification in Contracting Officer's Representative

#### NNSA

- Jose Rafael Ortiz Munoz- Level III
- Kevin Moore- Level I

#### PM

- Michael Fenn- Level I

#### SC-Chicago

- Claudia Cantoni- Level I
- Peter R. Siebach- Level I

#### SC-OR

- Jorge A Ferrer- Level I

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## Powerpedia and Past Editions

Learn more about Project Management and the PMCDP on energy.gov.

Find Project Management information at

<http://www.energy.gov/projectmanagement/office-project-management-oversight-assessments>

For the Project Management Career Development Program (PMCDP)

<http://www.energy.gov/projectmanagement/project-management-career-development-program>

Register NOW for PMCDP training in [CHRIS](#).



Interested in past editions of the newsletter? Newsletters dating from January 2011 to present are on Powerpedia.

[https://powerpedia.energy.gov/wiki/Acquisition\\_and\\_Project\\_Management\\_Newsletters](https://powerpedia.energy.gov/wiki/Acquisition_and_Project_Management_Newsletters)

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## How to Direct Your Questions or Comments

For specific information, please contact a Professional Development Division team member:

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**Ruby Giles** — PMCDP Budget Manager, PMCDP Training Coordinator and Training Delivery Manager, [Ruby.Giles@hq.doe.gov](mailto:Ruby.Giles@hq.doe.gov)

If you would like to contribute an article to the Newsletter or have feedback or ideas you'd like to share, contact the Editor, Linda Ott.